

ANTECEDENTS AND IMPACT OF LEADER DUMPING BEHAVIOUR ON EMPLOYEE PERFORMANCE IN THE NIGERIAN PRIVATE SECTOR: AN EMPIRICAL INVESTIGATION.(DBL)

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Abstract

Employee performance has been a subject of concern for many firms in contemporary times. In as much as leadership plays an important role in supporting employees' performance, it comes with its challenges. One of these challenges is leader or follower blaming and scapegoating. Scapegoating is used in this study to investigate blaming behaviors in firms where individuals do not take responsibility for their actions and will want to find ways to cover up their actions and inactions. This study seeks to explore scapegoating from the perspective of employees and top executives of firms. This is termed as 'leader-dumping behavior' in this study. An empirical investigation of leader- dumping behavior in the firm from an African perspective of leadership and followership is anticipated to yield impactful results to the context in which the study is situated. Using a mixed-method research design, the study investigated the antecedents and impact of leader dumping behavior on employee performance in the Nigerian private sector. A cross-sectional survey design was used to get 450 responses from bankers in Nigeria. A face-to-face interview data collection approach was used in sourcing for information from six top executives within the banking sector with at least five years of working experience. Many relationships were supported. First, employee job specialization was found to have a positive and significant impact on employee performance. Second, employee experience was found to have a positive and significant impact on leader dumping behavior in the study. Third, employee skill flexibility was found to have a positive impact on employee performance. Fourth, employee job specialization was found to have a positive impact on leader dumping behavior and finally, the study found support for the mediating role of leader dumping behavior on the relationship between employee experience and employee performance. Based on the results of the study some recommendations were made. First, employees should be motivated using job designs that encourage employee job specialization. Second, encourage job enrichment practices in firms. Third, offering continual training (on and off the job) to help build on the experience base of employees.

Keywords: leader-dumping behavior, employee performance, employee values, employee job specialization, employee skill flexibility, Nigeria.